Naval Operational Planners

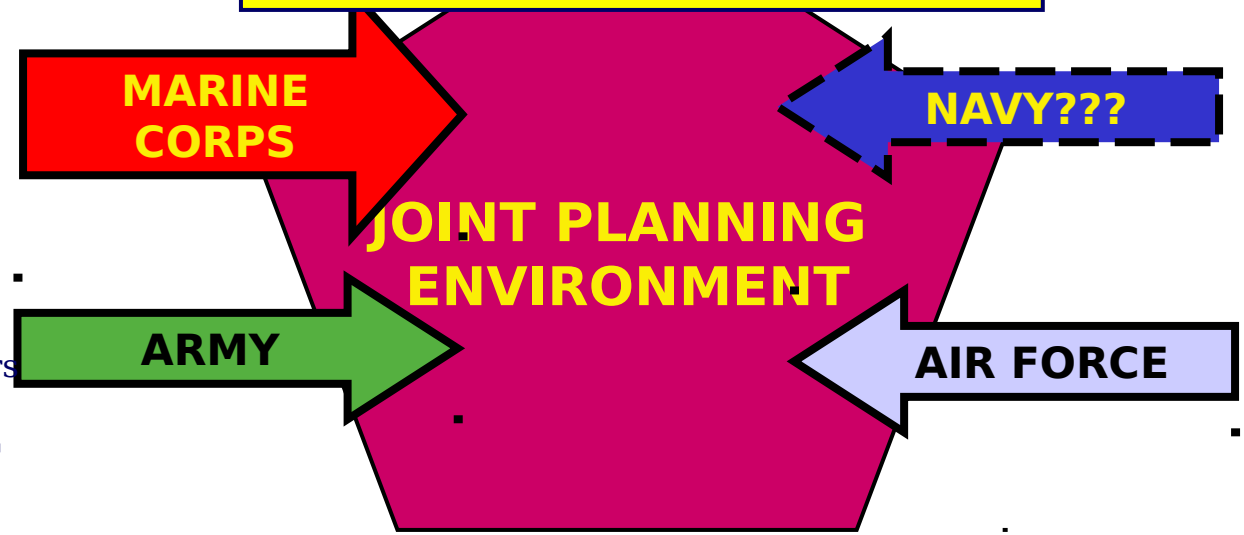
This Briefing is UNCLASSIFIED

Navy Planners in the Fight?

NAVY OPERATIONAL PLANNERS HAVE NO STANDARD REQUIRED TRAINING PIPELINE

SAW
Staff Coll + 12 Month Planner Crs
15/yr
Direct to staff billets

SAMS
Staff Coll + 12 Month Planner Crs
80/yr
Detailing at FLAG level



NOPC
Staff Coll + **3 Month** Planner Crs
8/yr ~~ **< 40% placement**
Detailing limited by Career Needs/Timeline

SAASS
Staff Coll + 12 Month Planner Crs
25/yr
Detailing at FLAG level

NAVY PLANNERS NEED COMPARABLE PREPARATION TO ARTICULATE AND COORDINATE NAVY REQUIREMENTS AND CAPABILITIES

SELECTION/PLACEMENT | CURRICULA

What is a Naval Operational Planner?

- **Officers whose duties require substantial background in Naval capabilities and planning combined with an in-depth education in Joint Warfighting.**
- **Typical Billets: JFMCC Planning Staff, JFACC, JFLCC, Battle Group Planning Staff, JTF/Combatant Command J3/J5**

PROVIDE THE VITAL MARITIME PLANNING LINK BETWEEN STRATEGIC OBJECTIVES AND TACTICAL EXECUTION FOR JOINT/COMBINED FORCES.

Background

- **Desert Storm: Analysis showed that the Navy was poorly prepared for planning in the Joint Operational arena.** (CNA Report of 92-166/July 1993)
  - **The few Strike Planning Team members present had limited experience in Joint Planning, were relatively junior, and had very little experience with Army and Air Force warfighting doctrine.**
  - **Inability to articulate Navy requirements and capabilities and then efficiently inject them into the ATO planning cycle often resulted in inefficient utilization of Naval Air assets and inability to support maritime targets.**

1003V Air War Plan

DEEP BLUE

- Effort started – Jan 02
- Broad Concept presented – Mar 02
- NAVCENT read into OIF Air Campaign – Jun 02
- First Navy planner assigned to CENTAF – Nov 02
- Deep Blue participated in the 1003V Planning process in Sep 02, not by design or institutional organization, but by “bubba network”.

This illustrates the issue, not just for the air plan but throughout a campaign, the Navy needs educated planners embedded in the planning process

NAVCENT Post-OIF Feedback

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- Staff members had limited education or experience in Operational Planning
- Limited exposure to Deliberate Planning terminology and methodology
- Deliberate Planning tempo made OJT feasible but negative impact in Crisis Planning scenario
- Planning cycle becomes a training cycle
- No process for billeting specific skill requirements

Army and Air Force fight through planning, if we don't speak the language and understand the system, we aren't fighting joint

Requirements

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NAVY MUST IDENTIFY PLANNER BILLETS, AND DEVELOP STANDARD TRAINING REQUIREMENTS

"NOT JUST GOOD GUYS, BUT EDUCATED PLANNERS!!!"

ORCE ENABLER/DRIVER NOT JUST AN ASSET PROVIDE

Navy Training Program

DEEP BLUE

- **Naval Operational Planner Course (NOPC) developed at CNO direction 1997 at Naval War College (NWC)**
- **Implemented 1998, first class graduated 1999**
  - **13 month course (NWC + 3 month NOPC)**
- **25 Navy graduates to date**
- **8 assigned directly to numbered fleet**

NO PROGRAM FOR RESERVISTS
THIS LEAVES OUT THE PRIMARY SOURCE OF PLUS-UPS

Navy Planner Shortfalls

- **Requirement not defined**
- **Low production**
- **Billets not coded (only 2 in entire Navy)**
- **Qualified officers only tracked/targeted by NOPC staff**
  - **Limited effect on detailer end-game**
  - **No sub-specialty code**
- **No plan to meet Navy requirements**

THIS IS A "COMMUNITY" WITHOUT A LEADER OR A PROCESS!

Proposals

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- **Develop focused OPS planner training program for officers ordered to planner billets.**
- **Increase NOPC throughput, incorporate students from all War Colleges if needed.**
- **Develop an Operational Planner training program for key USNR staff augmenters.**
- **Develop an Operational Planning mobile training team to take training and exercises to OPS planning teams.**

Need a dedicated effort to identify Navy requirements and focus a program to match the need

Course of Action

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- **PUT SOMEONE IN CHARGE.** N3/N5 Sponsor planner curricula and billets.
  - Establish OPS Planner Training requirements (Billet identification and coding)
  - Develop OPNAV/NAVPERS/NWC MOU creating responsibilities and requirements
- **CNET/NWC:** Mitigate follow-on assignment to planner billet issue
  - Establish stand-alone planner course (PIPELINE TRAINING-3-4 months)
    - In addition to NOPC?
    - In place of NOPC?
- **IS THIS AN IMPORTANT CAPABILITY FOR OUR NAVY?**

Way Forward

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1. Intend to show brief to:

- N5
- N1 Officer Policy
- CNET
- C5F, C6F, C7F
- CFFC
- JFCOM
- NWC
- CPF
- CNE

2. Return to N3/N5 with concrete recommendations

NOP Way Forward

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The proposed way forward on this project is as follows:

1. N35/PERS 4/NWC sign MOU agreeing on NOPC/JP AQD responsiblities.
2. N3/5 Deep Blue solicit input from Navy/Joint Claimants to establish a numerical requirement.
3. N3/5 host NWC/PERSCOM for a Navy Operational Planner conference. Outbrief will be a roadmap for changing the NOPC program to meet the established requirement.
4. N3/5 coordinate approved program modifications. Establish N5 as the N3/5 Executive Agent for Naval Operational Planners.
5. N35 submit Letter of Change request to Navy Manpower Analysis Center, requesting appropriate modifications to NAVPERS Manual 15839: This will modify the Primary Consultant to OPNAV N3/5, and make some minor changes to the JP-X AQD.

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BACKUPS

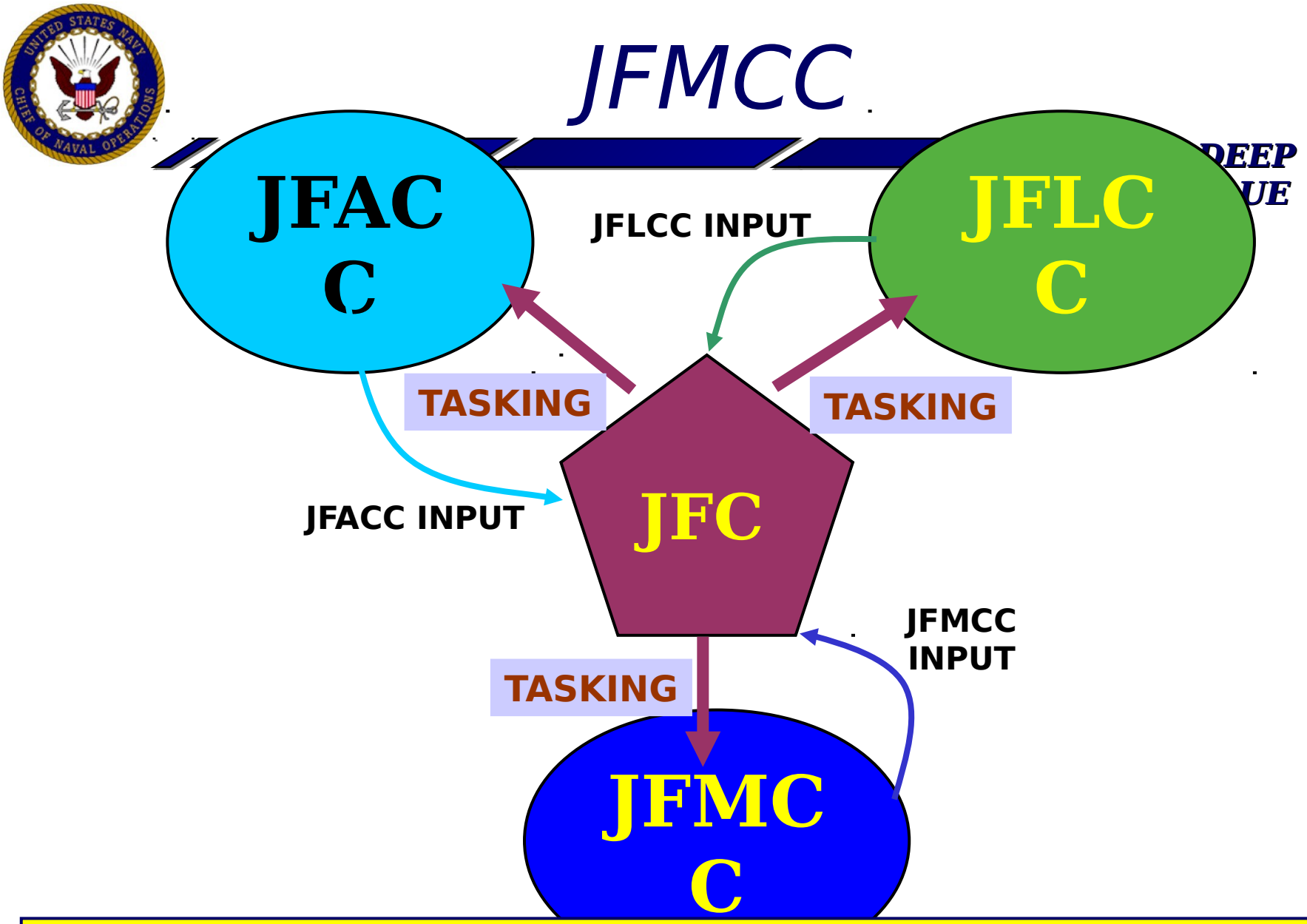
Objectives

- **Define Naval Operational Planners**
- **Outline current training programs and requirements**
- **Detail deficiencies in organization, training and management for operational planners**
- **Recommended courses of action**

Why aren't we placing NOPC Grads?

- Only **two** Navy billets coded JP-3
- 6 Navy Officers with NOPC level training currently serving in component commander level (N3/N5) or combatant commander level (J3/J5) billets
- No placement program for this AQD
- Conservative estimate of 80-100 billets would greatly benefit from this training

NO ONE IS IN CHARGE!



OPERATIONAL PLANNERS SERVE AS JOINT COORDINATORS, MATCHING COMPONENT CAPABILITIES TO JOINT TASKING AND COMPONENT REQUIREMENTS TO JOINT CAPABILITIES

Joint Planners

AQD CODES

- **JP-1: Graduate of NOPC/SAMS/SAW/SAASS**
- **JP-2: Completed tour in a JP-3 coded billet**
- **JP-3: Officer who has graduated NOPC/SAMS/SAW/SAASS and completed a tour in a JP-3 coded billet**
- **JPME-1: Graduate of Intermediate level service school**

WHY ARE WE USING AQD INSTEAD OF SUB-SPECIALTY CODES?

SUB-SPECS USED FOR GRAD LEVEL EDUCATION

JPME vs JP-1/3

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JPME-1

- Introductory Level Joint Education
- Meets the JCS requirement for understanding in:
  - NCA Framework
  - Joint Doctrine
  - Joint & Multinational War
  - Joint Planning and Execution
  - IO and C4

JP-1

- JPME-1 plus
  - In depth Deliberate Planning Process
  - Multiple iterations of the Crisis Planning Cycle
    - Commanders Estimate
    - Commanders Intent
    - Concept of Operations
    - Tasking
  - Deliberate execution with detailed debrief from NWC Staff

JPME PROVIDES UNDERSTANDING OF JOINT ORGANIZATION AND CAPABILITIES
P-1 PROGRAMS PROVIDE TRAINING AND EXPERIENCE IN IN-DEPTH JOINT PLANNIN

Career Paths

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Aviation

20	CO Tour	Sea/Overseas
	XO Tour	
SCREEN 18	FRS	
CO2 — 16	Third Shore Tour 24-36 Months	
CO1 — 14	Joint/DC/Staff/JPME	
	Third Sea Tour	
12	Second Shore tour/FRS	
DH — 10	Second Sea Tour 24 Months Ship/Afloat Staff/Squadron	
08	First Shore Tour 30 Months FRS/TRACOM/NPS/NRD/STAFF	
06		
04	First Squadron Sea Tour 36 Months	
02	FRS	
	Flight Training	

Optimal Planner Training and Tour

Submarine

20	Command Tour	
	PCO	
SCREEN 18		
CO3 — 16 CO2	Post XO Shore Tour 18 Months	
CO1 — 14	ENG/NAV/WE PS	ENG/NAV/WE PS CUBUPS
	POST DH Shore Tour 24 mos	ENG/NAV/WE PS
XO3 — 12		
XO2 — 10 XO1	SOAC	
08	First Shore Tour 30 Months FRS/TRACOM/NPS/NRD/STAFF	
DH — 06	First Sea Tour 36 Months	
04	Initial Training	
02		

CURRENT 1 YEAR PROGRAM DOESN'T FIT WELL, NEED MORE OPTIONS FOR THIS TRAINING

Navy Operational Planner?

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NWC CURRICULA + NOPC (3 month course)

- **Naval War College core curriculum**
  - **Strategy and Policy**
  - **Joint Maritime Operations**
  - **National Security Decision Making**
- **Required Electives**
  - **War At and From the Sea**
  - **War in the Littorals**
  - **Foundations to Planning**

- **Summer Session NOPC**
  - **Crisis Action Planning/Execution (6 cycles)**
  - **Research**
  - **Deliberate Planning**
  - **Concept Plan Development (1 cycle)**
  - **Briefings**
- **Only offered once a year**

BACK

Other JP-1 Planner Curricula

- **USMC School of Advanced Warfighting (SAW), (24 months)**
- **School of Advanced Military Studies (SAMS) (24 months)**
- **USAF School of Advanced Air and Space Studies (SAASS) (24 months)**
- **11 active duty Navy graduates of these programs have been designated JP-1**

Selection

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	NOPC	SAW	SAMS	SAAS
Eligibility	Detailer Screen URL Officers (Career point, performance, etc) Selected for NWC	1. ILS 2. Volunteer	1. ILS 2. Volunteer 3. Written application process including two essays. 4. Interview (SAMS DH)	1. ILS 2. Volunteer 3. Masters degree or >2.75GPA Bachelors 4. < 16yrs active duty
Selection	NOPC Staff Selection (Performance, qualifications, community mix) PNWC Screens	3. Written Application with essays 4. **Board Screened**, all applicants board interviewed	**Board screened**, to include Performance, qualifications, community mix, writing skills.	5. Written Application 6. Interview 7. **Board Screened**
Approval	BUPERS (Current AQD sponsor) oval	Director CSC and Pres. MCU Service HQ	Screening Board PERSCOM Branch Equity	Air Force Central Selection Board

BACK

Time Investment

MONTH	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24

Naval War College — **NOPC**

Intermediate Level Service School + **SAMS/SAW/SAAS**
Military Decision Making
Foundations of Operational Art
Operational Planning
Future War

Advanced Curricula

USMC School of Advanced Warfighting (SAW)

- Foundations of Operational Art
  - Campaigns
  - Military Innovation
  - Contemporary Institutions
- Operational Planning
  - Series of Planning Problems
  - Mission analysis, course of action development
  - Marine Corps Planning Process
  - SAW students are facilitators for CSC students
- Campaign Rides
  - Onsite exploration of battlefields
  - Explore operational issues \
- Future Warfighting
  - Pressure of Changing Conditions

ARMY School of Advanced Military Studies (SAMS)

- Military Decision Making
  - Systems Thinking
  - Critical Thinking
  - COA Development/Analysis
- Development of Operational Art
  - Planning Practice/Introduction
  - Campaign Study
  - Moral Domain of Battle
- Contemporary Campaign Planning
  - Series of Planning Problems
  - Application of
- Future of Military Operations

12 MONTHS (After Staff

Curricula continued

School of Advanced Air and Space Studies (USAF)

- **Military/Airpower/Spacepower**
  - **Employment theory**
  - **Analytical Techniques**
- **Historical Perspective**
  - **Conceptual Evaluation**
- **Operational Planning**
  - **Series of Planning Problems**
  - **Mission analysis, course of action development**
- **Additional tailored coursed for those en route planner billets (GCCS, JOPES, CAOC, etc)**

12 MONTHS (After Staff College)

Program DELTA's

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SAMS/SAW/SAASS

- 24 Total Months
- Extremely selective/board screened
- Dedicated emphasis on numerous historical engagements
- Numerous wargames and planning scenarios (7-9)
- Future assignments managed at FLAG level

NOPC/NWC

- 13 Total months (NOPC=3mos)
- Limited Screening
- Less development of historical perspective
- Multiple Crisis Action Planning Exercises (6)
- Multiple Wargame Scenarios
- One Significant Deliberate Plan Development (10 weeks)
- Management of future assignments limited to follow on staff tour (if it fits in with career timing)

LIMITED SELECTION CRITERIA FOR THIS PROGRAM
OMBINED WITH LIMITED TRACKING AND BILLET ASSIGNMEN

NOPC Output

	2003	2004
• NOPC -	8/8	~8/8*
• SAMS -	0/2	~1/2
• SAAS -	0/2	~0/2
• SAW -	1/2	~1/2 *
• Totals	10	~11

* Only 7 Unrestricted Line Officers

** Restricted Line Officer

NOT ENOUGH THROUGHPUT

Post NOPC Placement

Year	Orders to fleet/staff billet	Percentage
• 1999	1 of 7	14%
• 2000	4 of 7	57%
• 2001	3 of 5	60%
• 2002	0 of 6	0%
• 2003	5 of 8	63%

- 20 of 33 screened for XO/CO tour
- 2 of 6 with orders to a staff billet were Int

MOST 1110 GRADS GO STRAIGHT T
CO/XO TOUR

Placement Continued

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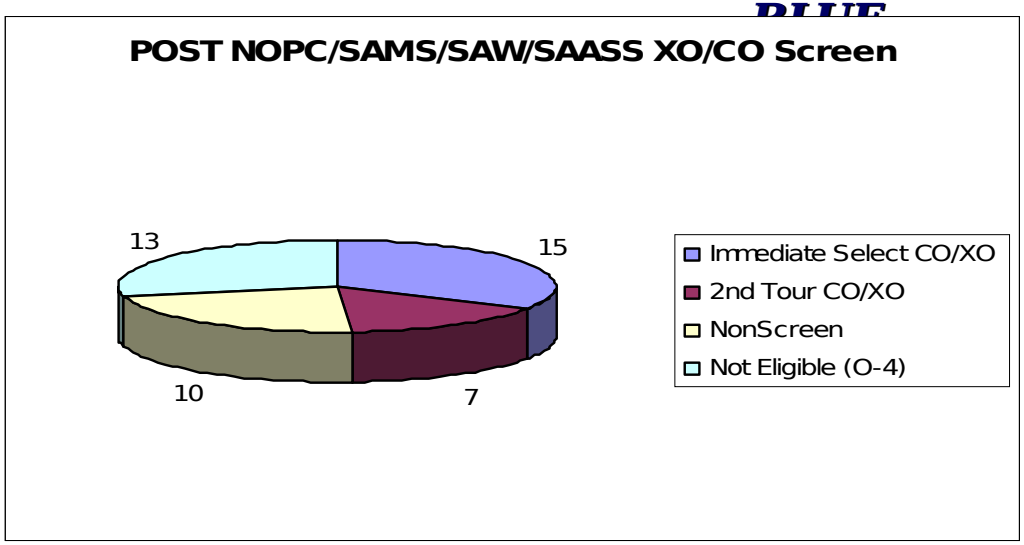
Other Service NOPC Graduates

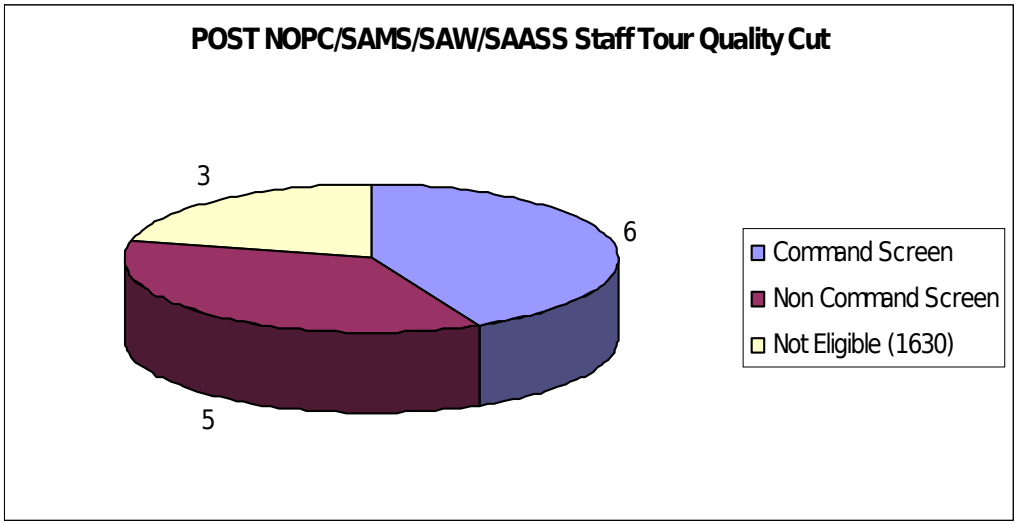
Year	Orders to fleet/staff billet	Percentage
•1999	3 of 4	75.0%
•2000	1 of 3	33.3%
•2001	2 of 4	50.0%
•2002	3 of 5	

ONLY 39 % of Navy NOPC graduates versus 58 % of USAF/USA/USMC NOPC Grads are directly billeted to fleet/staff jobs!

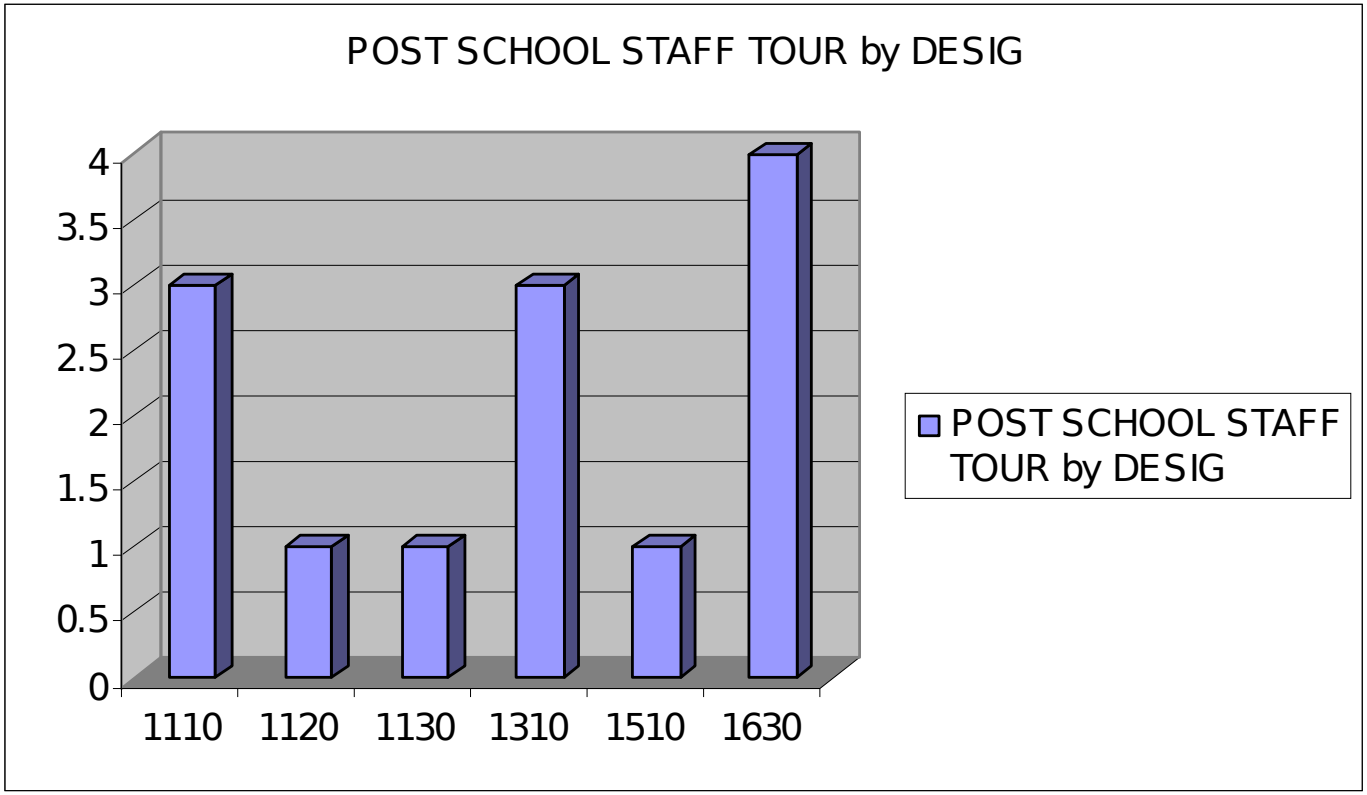
Ops Planner Statistics

- **60% of all JP-1 AQDs screen for XO/CO**
- **30% of JP-1s assigned to a staff billet are non-screen O-5's (2003 not included)**





Who are we sending to the fleet?



30 % INTEL
30 % NON-SCREEN O-5's

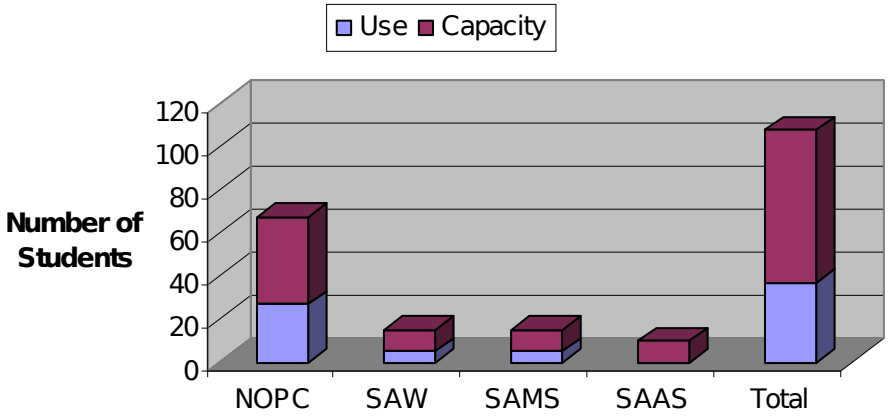
Ops Planner Stats

Designator Breakdown

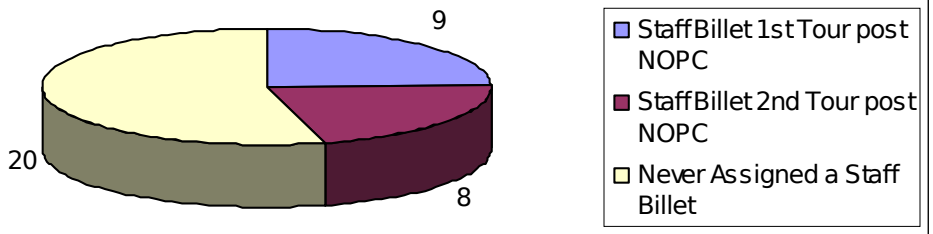
1110 SWO	11
1120 SUB	3
1130 Spec War	2
1140 URL EOD/EOM	1
1310 Aviator	11
1320 NFO	2
1600 SDO C4I	1
1630 SDO Intell	4

- **Not using the Officers we have trained**
- **Not taking advantage of school slots**
- **Only 45% of JP-1 Qualified Officers have EVER served on a staff***

***Less than 50% are in Planner Billets**



NOT USING ALL CLASS BILLETS!



55% of JP-1 Officers have never served in a staff billet (to date)!